

# **Department of Energy**

## **Crosswalk of Enterprise Training Courses to DOE's Universal, Management and Leadership Competencies**

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# Cross Walk of DOE- Provided Training Courses to DOE Competencies

## Methodology

A comparison was made between the Department of Energy's (DOE) Universal, Management and Leadership (UML) Competencies and the training courses provided by the Enterprise Training Services (ETS) training course contract provided by Colleague Corporation. By way of background, the current UML competencies do not have behavioral anchors, nor assessment items which are typically used to crosswalk to training or learning and development opportunities; however, the existing UML competencies do in fact have *implied* behavioral anchors, which were used to correlate against the training descriptions and objectives found in the ETS training services contract. Using this approach a reasonable accurate assessment of the relationship between the ETS-provided courses and the competencies was obtained.

The degree of relationship between the courses and the competencies was evaluated using the three criteria shown in the adjacent table. This rating scale was used to differentiate between courses that strongly relate to the subject competencies and had good

coverage of the competency behavioral anchors, and those that moderately related to the competencies and/or had less than full coverage of the behavioral anchors.

Rating	Relationship Between the Training Course and the Criteria
(1)	Strongly related, comprehensive coverage of the competency
(2)	Good relationship, but incomplete coverage of the competency
(3)	Somewhat related to the Competency

Additionally, an evaluation was conducted of the *collective* coverage of the training courses that relate to individual competencies. For example, some competencies may not have training courses which have individual courses which strongly relate and provide

comprehensive coverage (rated at Level (1)), but may have several courses that have a "Good Relationship" (Level 2 rating) and Level (3) rating in terms of their relationship to the competency and therefore collectively provide good coverage of the competency. Therefore, the competencies were color coded using the criteria shown above, to indicate the degree to which the competencies have training courses available to provide learning and development against the competencies.

Rating	Degree to which the Competency is Covered by Available Training Courses
Green	comprehensive coverage of the competency by the available training
Yellow	Good coverage of some aspects of the competency by the available training
Red	Little or no coverage of the competency by the available training

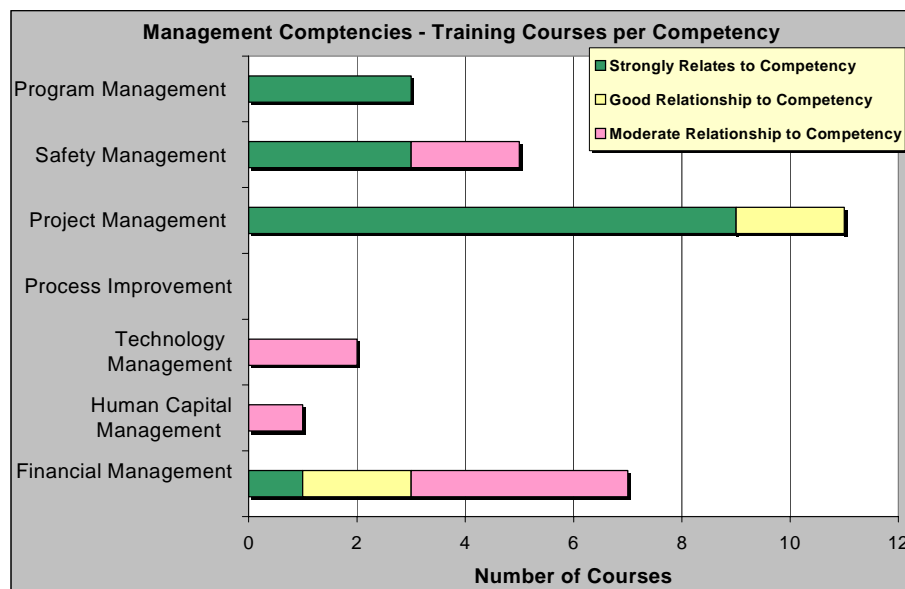
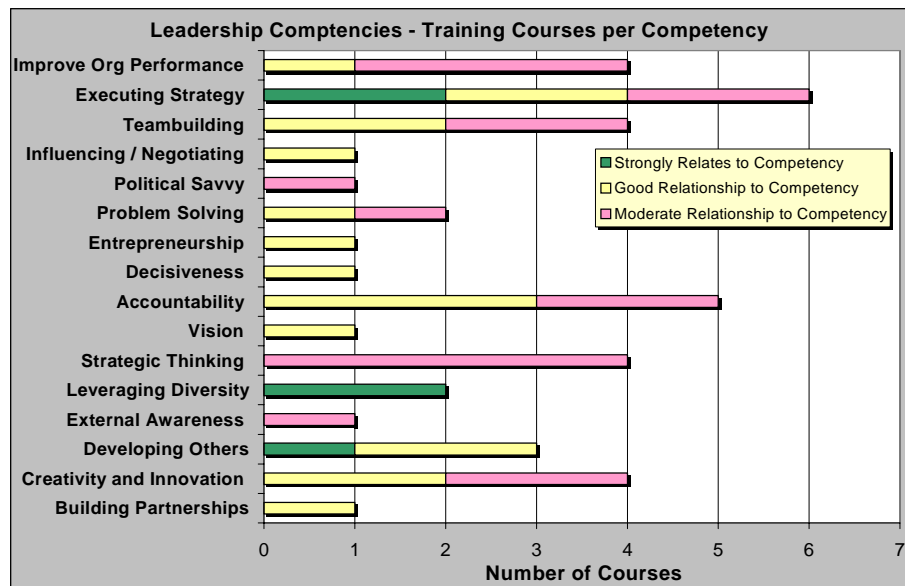
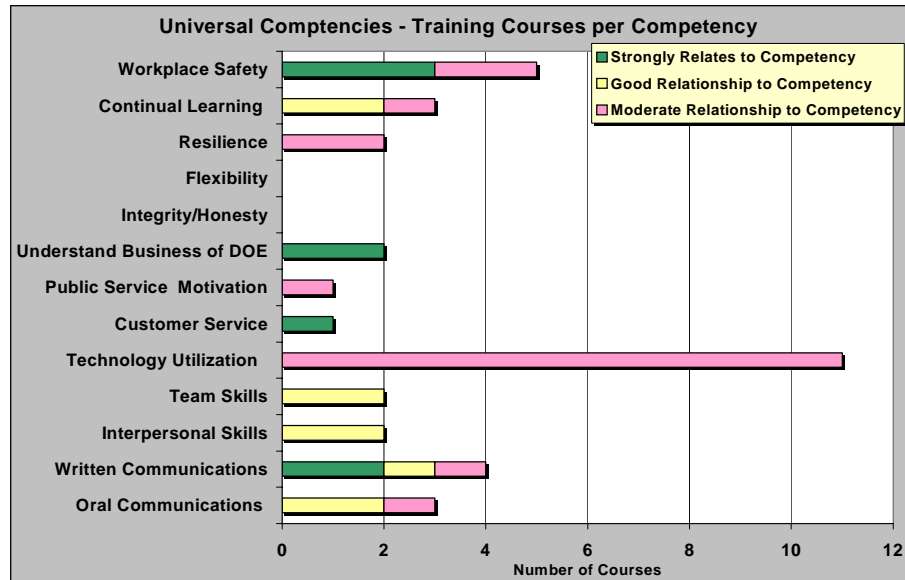
Using this approach, Table 2, below, was constructed. By way of information, Table 2 contains both the course titles and the course descriptions, since in many cases the relationship between the courses and the competency was not readily apparent based on the course title alone.

## Analysis

The adjacent three graphs show the number of courses that are available for each of the competencies and which relate to the specific competencies, broken down by (1) Strongly relate with comprehensive coverage of the competency; (2) Good relationship, but incomplete coverage of the competency; and (3) Somewhat related to the

Competency. These ratings are color coded in the graphs as green, yellow red, respectively.

Additionally, Table 1 below summarizes the overall coverage of the competencies by the available courses. The graph below shows the number of competencies in each category



(universal, management and leadership) that have training courses that provide comprehensive, (green), good (yellow) and some (red) coverage of those competencies.

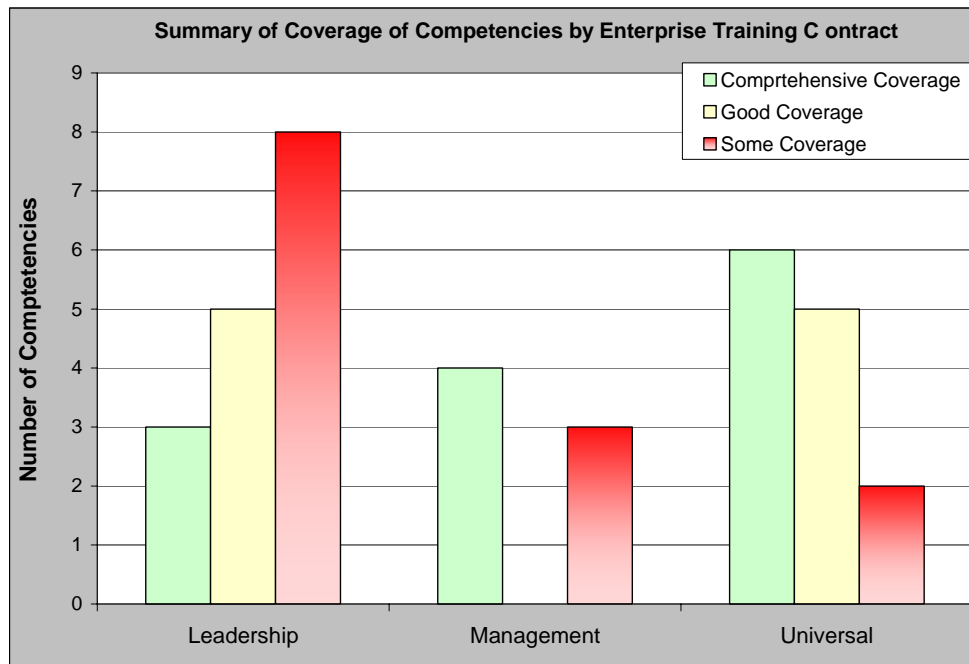


Table 1 Coverage of UML Competencies by DOE-Provided Training Courses		
Universal	Management	Leadership
Oral Communications	Financial Management	Building Partnerships
Written Communications	Human Capital Management	Creativity and Innovation
Interpersonal Skills	Technology Management	Developing Others
Team Skills	Process Improvement	External Awareness
Technology Utilization	Project Management	Leveraging Diversity
Customer Service	Safety Management	Strategic Thinking
Public Service Motivation	Program Management	Vision
Understand the Business of DOE		Accountability
Integrity/Honesty		Decisiveness
Flexibility		Entrepreneurship
Resilience		Problem Solving
Continual Learning		Political Savvy
Workplace Safety		Influencing / Negotiating
		Teambuilding
		Executing Strategy
		Improving Organizational Performance

**Table 2: Competencies Cross walked to Available Training Courses**

Universal Competencies Cross walked Against Training Courses		Related DOE - Provided Training Coursers	
Rating	Degree to which the Competency is Covered by Available Training Courses	Rating	Relationship Between the Training Course and the Criteria
Green	comprehensive coverage of the competency by the available training	(1)	Strongly related, comprehensive coverage of the competency
Yellow	Good coverage of some aspects of the competency by the available training	(2)	Good relationship, but incomplete coverage of the competency
Red	Little or no coverage of the competency by the available training	(3)	Somewhat related to the Competency
Oral Communications	Makes clear and convincing oral presentations. Listens effectively. Clarifies information as needed.	(2) Interpersonal Communications (HQ606) (000077)	
		This course covers a variety of communication topics including body language, effective listening skills, strategies for dealing with difficult behavior, and barriers to communication. Upon completion of the course, participants will be able to: understand the impact of body language in the communication process; develop effective listening skills; handle human relations problems in the workplace; give and receive feedback; and overcome barriers to communication.	
Written Communications	Writes in a clear, concise, organized, and convincing manner for the intended audience.	(2) Effective Writing (HQ220) (000028)	
		This course is designed to help employees improve the clarity and tone of their writing. Excerpts from the Executive Secretariat Style Guide will be covered. Upon completion of this course, participants will be able to: recognize and employ effective writing techniques; create letters and memoranda that are consistently correct and professional; analyze written products to identify specific writing strengths and areas for development; and produce written documents in a concise, efficient manner.	
		(3) Essentials of English (HQ605) (000075)	
		This course is designed to help improve the participants' knowledge of grammar, capitalization, spelling, and punctuation usage. Participants will practice writing sentences and memoranda. Upon completion of the course, participants will be able to: understand basic grammar, capitalization, spelling, and punctuation usage; correct common grammatical and usage errors;	

Universal Competencies Cross walked Against Training Courses		Related DOE - Provided Training Coursers
		identify what to avoid and what to include; and follow Federal government rules for punctuation and capitalization usage.
<b>Interpersonal Skills</b>	Treats others with courtesy, sensitivity, and respect. Considers and responds appropriately to the needs and feelings of different people in different situations. Perceives, assesses and positively influences one's own and other individuals' emotions.	<p><b>(2) Interpersonal Communications (HQ606) (000077)</b></p> <p>This course covers a variety of communication topics including body language, effective listening skills, strategies for dealing with difficult behavior, and barriers to communication. Upon completion of the course, participants will be able to: understand the impact of body language in the communication process; develop effective listening skills; handle human relations problems in the workplace; give and receive feedback; and overcome barriers to communication.</p> <p><b>(2) Emotional Intelligence (CHRIS)</b></p> <p>Skills generally bundled under the heading EQ are those that relate to self-knowledge and self regulation and establishing, nourishing and maintaining high quality relationships. Because leadership is a concept based in 'community', high quality relationships are the key drivers to effectiveness as a leader.</p>
<b>Team Skills</b>	Acts with integrity and honesty in team processes (honors ground rules set by team; keeps team business within the team etc.); can shape, guide and facilitate group processes in meetings, working effectively with others without formal authority and recognizing the values and talents of others.	<p><b>(2) Interpersonal Communications (HQ606) (000077)</b></p> <p>This course covers a variety of communication topics including body language, effective listening skills, strategies for dealing with difficult behavior, and barriers to communication. Upon completion of the course, participants will be able to: understand the impact of body language in the communication process; develop effective listening skills; handle human relations problems in the workplace; give and receive feedback; and overcome barriers to communication.</p> <p><b>(2) Emotional Intelligence (CHRIS)</b></p> <p>Skills generally bundled under the heading EQ are those that relate to self-knowledge and self regulation and establishing, nourishing and maintaining high quality relationships. Because leadership is a concept based in 'community', high quality relationships are the key drivers to effectiveness as a leader.</p>
<b>Technology Utilization</b>	Keeps up-to-date on technological development and their applications in the workplace to achieve optimum efficiency. Familiarity and effectiveness with the	<p><b>(3) Regulatory Overview (EF006)</b></p> <p>This course is designed to provide participants with a broad-based knowledge of regulatory requirements applicable to DOE and its mission and facilities (both nuclear and non-nuclear), including current issues and future regulatory directions. Participants will gain an understanding of the engineering role in regulatory compliance. Topics included are: DOE regulatory</p>

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<p>application of e-communications, including e-mail, wireless devices, text messaging, audio/video files, etc., including the exercise of proper e-mail etiquette and the use of standard, DOE provided, computer applications to meet work requirements and updates capabilities as needed. (Examples are Microsoft Word, Outlook, Access, Excel, Power Point, and corporate information systems.) Ensures access to and security on technology systems.</p>	<p>environment; health and safety regulations; hazardous waste issues; and engineering role in regulatory compliance. This course provides an overview of the major regulatory acts and agencies that govern DOE operations. It identifies Federal regulatory agencies whose regulations govern DOE operations and discusses their purposes, influences, and jurisdiction over DOE. This course also provides an explanation of the relationship between state and Federal regulatory agencies and the DOE.</p> <p><b>(3) Introduction to Systems Engineering (PMCE02)</b></p> <p>A primary goal of this course it to identify and demonstrate the use of a systems engineering model in developing key products which can be used to improve DOE management. In this course, participants will learn: what systems engineering is; how the systems engineering model works; and when, where and how to implement the systems engineering model in their work. The course will demonstrate reasons for using a systems engineering approach in management of performance-based programs, projects or processes in support of Life Cycle Asset Management (LCAM) criteria. It has been developed not only for program and project managers, but also for any staff in responsible positions who are trying to improve their decision-making skills.</p> <p><b>(3) Pipes, Valves and Pumps (EF002)</b></p> <p>This course provides an overview of the various types of pipes, valves, and pumps found at DOE facilities. Upon successful completion of this course, participants will be able to: define important design considerations when selecting the type and size of pipe; describe the major advantages and disadvantages of various types of plant valves; explain the principles of operations, advantages and disadvantages of centrifugal pumps and positive displacement pumps, and explain the principles of fluid flow in piping systems.</p> <p><b>(3) Mathematics Refresher (EF003)</b></p> <p>This course will provide an overview of mathematical terms, laws, and theorems. Participants will receive instruction on the definition and application of the basic rules and functions of: exponents; logarithms; coordinate systems; trigonometry; and differential, derivative and integral calculus. Upon completion, participants will be able to apply the mathematical principles associated with the Engineering and Scientific courses.</p>

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	<p data-bbox="924 360 1598 391"><b>(3) Heating, Ventilation and Air Conditioning (EF004)</b></p> <p data-bbox="924 402 1969 675">This course provides an overview of the principles, system selection and design, and application of Heating, Ventilation and Air Conditioning (HVAC) systems used at DOE facilities. Topics covered in this course are: HVAC-related terminology; principles of air flow; the air conditioning process; application of the psychometric chart; fans and blowers; ducts and dampers; and ancillary HVAC components. Upon completion, the participant will be able to: define parameters used in HVAC system selection; describe the application of thermodynamics and heat transfer principles of air flow; define considerations used in the selection of pipes, valves, pumps, ducts, vents and controls used in HVAC systems; and discuss system corrective and preventive maintenance requirements associated with DOE HVAC systems.</p> <p data-bbox="924 727 1560 758"><b>(3) Nuclear Physics/Radiation Monitoring (EF005)</b></p> <p data-bbox="924 769 1955 980">This course provides participants with the ability to recall basic nuclear terminology, recognize basic principles associated with atomic theory, list factors that go into controlling reactors, describe the principles of radiation detection/measurement, and explain how these principles should be applied to control personnel exposure. The Radiation Monitoring section will give the student a knowledge of the types and sources of radiation, and understanding of the principles of radiation detection and measurement, and an appreciation for the biological effects of radiation and the need to control personnel exposure.</p> <p data-bbox="924 1032 1711 1063"><b>(3) Chemical Processing in Defense Nuclear Facilities (EF007)</b></p> <p data-bbox="924 1075 1965 1252">This course provides an overview of chemical principles involved in maintaining proper chemistry control in the nuclear fuel cycle for DOE defense programs. Participants who successfully complete this course will be able to identify and describe basic nuclear physics applicable to DOE operations, the chemical principles involved in the DOE nuclear fuel cycle, key DOE nuclear production facilities and reactors, and various aspects of the DOE nuclear waste management program.</p> <p data-bbox="924 1304 1285 1334"><b>(3) Thermal Science (EF008)</b></p> <p data-bbox="924 1346 1944 1404">This course provides an overview of thermodynamics, heat transfer, and fluid flow as applied to plant components and systems common to DOE facilities. Upon completion of this course, the</p>



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	<p>participant will be able to: define the First Law of Thermodynamics and its applicability to performance of components and systems of nuclear plants; describe modes of heat transfer in nuclear plants; identify plant design considerations related to positive and negative plant efficiency; and describe the properties of fluid flow and how various types of pumps impart energy to the fluid in a system.</p> <p><b><u>(3) Process Instrumentation (EF009)</u></b></p> <p>This course will provide an overview of basic process instrumentation principles, technology, symbology, and formulas. Upon completion, the participant will be able to define and identify the various types of instrumentation measuring devices, logic gates, controllers, and position indicating devices. Specific topics covered include: introduction to the basic instrument channel; temperature measuring devices; pressure measuring devices; mechanical to electrical measuring devices; flow sensing and measuring devices; level measuring devices; principles of control systems operation, and proportional control systems.</p> <p><b><u>(3) Electrical Principles (EF010)</u></b></p> <p>This course provides an overview of electrical terminology, laws, equations, and applications. Topics covered include: types of batteries and their uses; fundamentals of direct current; magnetism and electricity; fundamentals of alternating current; three phase systems advantages and application; transformers; electrical distribution systems; generators; types of electric motors and their applications; inverters and their applications; and test instruments. Upon completion of this course, participants will be able to identify the basic electrical principles as applied to the DOE Complex.</p> <p><b><u>(3) Materials Science and Corrosion (EF011)</u></b></p> <p>This course provides an overview of the principles and concepts of metallurgical engineering and corrosion chemistry as they are applied to materials composing the systems, structures, and components at DOE facilities. Topics included are: material codes and standards such as ASME, ANSI, ASTM, etc.; structure of metals and alloys; deformation and failures of materials; environmental degradation of materials; metallurgical engineering; and non-metal materials properties and uses. Upon completion of this course, participants will be able to describe the important mechanical properties characterizing the behavior of common plant materials and the</p>

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		failure mechanisms of metals. They will also be able to explain the advantages attained by using different alloying elements; and recognize and describe the principle corrosion mechanisms, including initiating and minimizing factors.
<b>Customer Service</b>	Balances interests of a variety of clients, and readily readjusts priorities to respond effectively to pressing and changing demands for information, advice and assistance. Anticipates and meets the needs of clients; achieves quality end products; and is committed to continuous improvement of services.	<b><u>(1) Effective Customer Service (from CHRIS)</u></b> Develop commitment from your internal clients. - Work more in a partnership role with client managers. - Negotiate more effective and enduring working agreements with clients. - Identify consulting phases and skills. - Develop techniques for defining roles and responsibilities and clarifying expectations. - Gain better use of staff expertise in the organization. - Avoid no-win consulting situations. - Develop the ability to assertively express our needs for successful partnership with the client. - Develop the skills to name the actual type of resistance one experiences in a variety of consulting situations.
<b>Public Service Motivation</b>	Shows a commitment to serve the public. Ensures that actions meet public needs; aligns organizational objectives and practices with public interests.	<b><u>(3) Changing Dimensions of DOE (PSIN22) (000089)</u></b> This course is designed to provide the participant with knowledge of DOE's changing priorities and to provide an opportunity for active participation in DOE's future. Topics for the sessions include: managing for results in DOE; quality focus; environmental priorities; organizational initiatives; laboratory relationships; public policy process; Congressional policy perspectives; exploration of Capitol Hill; performance management; techniques for positive change in DOE,; and developing action plans. Workshops include: Preparing for Change, Planning for Change; and Group Feedback.
<b>Understand the Business of DOE</b>	Understands and supports the various business lines of the Department. Knows how position and organizational functions foster, relate and connect to the Department's mission.	<b><u>(1) DOE Complex Overview (EF001)</u></b> This course is designed to describe the origins, the current status, and selected future issues and challenges of DOE. Upon completion of the training, participants will be able to discuss the DOE Organization, missions and field organizations which execute these varied missions; identify key DOE facilities, their missions and their role in the DOE mission over the last 50 years; describe the nuclear weapons production process; and discuss key present and future challenges for the DOE Complex. The DOE weapons mission will be discussed from a historical perspective,

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		<p>leading to waste management challenges confronting the Complex. The missions of the oil and coal reserves and the Power Marketing Administrations will be discussed. Participants will gain the ability to discuss DOE missions and organization from both field and headquarters perspectives.</p> <p><b>(1) Changing Dimensions of DOE (PSIN22) (000089)</b></p> <p>This course is designed to provide the participant with knowledge of DOE's changing priorities and to provide an opportunity for active participation in DOE's future. Topics for the sessions include: managing for results in DOE; quality focus; environmental priorities; organizational initiatives; laboratory relationships; public policy process; Congressional policy perspectives; exploration of Capitol Hill; performance management; techniques for positive change in DOE; and developing action plans. Workshops include: Preparing for Change, Planning for Change; and Group Feedback.</p>
<b>Integrity/Honesty</b>	Behaves in an honest, fair, and ethical manner. Shows consistency in words and actions. Models high standards of ethics.	
<b>Flexibility</b>	Is open to change and new information; rapidly adapts to new information, changing conditions, or unexpected obstacles.	
<b>Resilience</b>	Deals effectively with pressure and workload demands; remains optimistic and persistent, even under adversity. Recovers quickly from setbacks. Has ability to identify stress factors and apply learned coping skills to mitigate those factors.	<p><b>(3) Time Management (HQ615)</b></p> <p>This course is designed to help participants learn sound principles of time management. Emphasis is placed on organizing, planning, and prioritizing work assignments. Participants will then apply these principles by identifying individual problem areas and drafting plans to become more effective. Upon completion of this course, they will be able to: plan a day; schedule realistically; reduce interruptions, eliminate time wasters; identify and prioritize tasks, and balance long and short range planning.</p>

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	<p><b>(3) Effective Decision Making Processes and Tools (PGM06)</b></p> <p>This course is designed to give participants an opportunity to understand and improve their decision making processes. Topics covered in this course include introduction to decision making, DOE's strategic planning and decision making environment, the decision making process, fallacies of decision making, decision software lab and workshop, and future directions in decision aids. In addition to covering the theory, this three-day workshop exposes participants to several decision making software programs. Participants are expected to bring an issue or problem to class about which they need to make a decision. They will then use one of these computer applications to assist them in making critical decisions about their DOE work issue. Extensive computer skills are <i>not</i> required. Enrollment in this course is limited to 16 participants.</p>
<p><b>Continual Learning</b></p>	<p>Assesses and recognizes own strengths and weaknesses. Pursues self-development.</p> <p><b><u>(2) Individual Development Plan Workshop for Employees (DWHRI0004)</u></b></p> <p>This is an interactive workshop that provides employees with a framework for developing an individual development plan that focuses on career development in their current positions. Employees identify areas of development opportunities (both development needs and talents) based on supervisory feedback communicating performance priorities and work competencies, and the employee's knowledge of performance expectations and work competencies of their positions. Options for development opportunities are explored, and employees learn to take responsibility for their own career development.</p> <p><b><u>(2) Individual Development Plan Workshop for Supervisors (DWHRI0005)</u></b></p> <p>This is an interactive workshop for supervisors to develop an understanding of their responsibilities in providing guidance to employees in the individual development planning process. An overview of the IDP workshop for employees is provided and includes the framework for communicating employee performance expectations, and for identifying performance priorities and work competencies. Participants are provided an opportunity to identify basic skills for coaching employees and explore different kinds of coaching situations as well as the steps to follow for effective coaching in different situations.</p> <p><b><u>(3) Headquarters Mentoring Program (DWHRI0011)</u></b></p> <p>The Headquarters Mentoring Program is designed to reinforce the Department's</p>

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	<p>goal for corporate management and demonstrates commitment to the core value that people are our most important resource. ‘Mentees’ and mentors participate in a structured, facilitated ‘mentoring’ relationship over a one year time period. Program emphasis is on providing an opportunity for employees (i.e., ‘mentees’) to pursue developmental opportunities and career options, improve their communication skills, and foster trust across organizational boundaries. The Program also strengthens the ability of employees and organizations to cope with mission and program changes. Participation in the program requires a demonstrated commitment to meeting mentoring program goals and objectives. Other requirements include attendance and participation in monthly focus group sessions and scheduled skill building training for mentors and ‘mentees’.</p>
Workplace Safety	<p>Demonstrates safe work practices appropriate for the position and work environment.</p> <p><b>(1) Safety and Health Orientation (PSIN27)</b></p> <p>This four-hour overview offers a general approach to safety and health within DOE and covers the basic safety policy. Topics include: agency and supervisory responsibilities; employee rights and responsibilities; compliance with OSHA standards; training requirements; right to work in a safe environment; freedom from reprisal for reporting unsafe or unhealthful working conditions; hazard recognition and prevention; and application of DOE’s policy to office safety and housekeeping. Common workplace hazards are identified along with preventive actions.</p> <p><b>(1) Risky Business - Safety in DOE (PSIN23)</b></p> <p>This course broadly covers DOE’s regulations, standards, rights, responsibilities and obligations of Federal employees and contractors before and after an accident or injury. Safety Overview is primarily designed to assist DOE Program, Project and Field Office personnel in understanding safety at the work place. Topics include: accidents and causes; regulatory overview; rights, responsibilities and obligations; occupational cancer; process safety management; and personal protective equipment.</p> <p><b>(1) Environment, Safety and Health (PGM04)</b></p> <p>This course provides an understanding of how the Environment, Safety and Health program crosscuts the outlay programs. These functions will be examined as critical elements in program</p>

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		management. The content includes: ES&H issues; NEPA, CERCLA, SARA, and RCRA; occupational health and safety; and the Safety Analysis Report System.
		<b>(3) DOE Program Execution, Control, and Evaluation (PGM05) (000413)</b>
		This course offers program managers an in-depth look at the key issues involved in actually managing a program at DOE. Emphasis is placed on understanding work authorizations, DOE reporting and control mechanisms, and evaluations of contractor performance and performance measures. The course also distinguishes between the role of the DOE project manager and the DOE program manager. Topics include: orientation to program management; program planning and budgeting; program execution — teaming and tasking; controlling and reporting; program evaluation; crosscutting departmental missions; procurement priorities; information resource management; external relations; and facility safety oversight.
		<b>(3) Regulatory Overview (EF006)</b>
		This course is designed to provide participants with a broad-based knowledge of regulatory requirements applicable to DOE and its mission and facilities (both nuclear and non-nuclear), including current issues and future regulatory directions. Participants will gain an understanding of the engineering role in regulatory compliance. Topics included are: DOE regulatory environment; health and safety regulations; hazardous waste issues; and engineering role in regulatory compliance. This course provides an overview of the major regulatory acts and agencies that govern DOE operations. It identifies Federal regulatory agencies whose regulations govern DOE operations and discusses their purposes, influences, and jurisdiction over DOE. This course also provides an explanation of the relationship between state and Federal regulatory agencies and the DOE.

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Financial Management	Understands the organization's financial processes. Prepares, justifies, and administers the program or project budget. Oversees procurement and contracting to achieve desired results. Monitors expenditures and uses cost-benefit thinking to set priorities.	(1) Federal Budgeting Process in DOE (PMMS11) (000412)	
		This course is designed for experienced program and project managers to acquire a working knowledge of DOE's financial and managerial systems to accomplish the Department's budgeting and accounting processes. Processes include preparing, reviewing, presenting, and defending budget submissions. Foundation skills are taught in this course that are required to manage a DOE project through its financial life cycle, including managing the flow of funds to programs and projects, validating and funding projects, and resourcing and funding programs.	
		(2) Resource Management (PGM03)	
		This course provides a working knowledge of the program planning and resource management process. The content includes interface of long-range planning, scheduling and allocation, budgetary formulation, review and presentation, budget execution, and resource control.	
Financial Management	Understands the organization's financial processes. Prepares, justifies, and administers the program or project budget. Oversees procurement and contracting to achieve desired results. Monitors expenditures and uses cost-benefit thinking to set priorities.	(2) DOE Management of Non-DOE Funded Work (PRS30)	
		This course provides an understanding of DOE policy, responsibilities and procedures for budgeting, reviewing, authorizing, financial control, and oversight, including monitoring of non-DOE funded projects performed under DOE contracts. Work for Federal and non-Federal entities will be covered. In addition to statutes, regulations, and DOE orders that govern non-DOE funded work, the extent of such work within the Department, historical perspective, issue, benefits, and case studies will be covered. The course includes instruction on legislative authorities and regulations, budgeting and appropriations process, and reviews, audits and issues.	

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		<div>(3) Program Management Overview (PGM01) (000235)</div> <div>This course is designed to help all DOE employees understand key concepts about how DOE programs are managed. It should be taken before proceeding to any other courses in the Program Management series. Participants will receive basic education in DOE strategic planning, budgeting, execution, evaluation and control. Topics include: history of DOE; current and emerging DOE management principles; planning concepts for DOE success; DOE’s strategic planning and budget process (the DOE Strategic Management System); multi-year program planning; DOE strategic decision windows; DOE budget and allocation process; Congressional authorization and appropriations process; and program execution, control, and evaluation.</div>
		<div>(3) DOE Program Planning (PGM02) (000087)5 days</div> <div>This course provides participants with an in-depth look at DOE’s planning process. Program managers with responsibility for preparing DOE planning documents will gain hands-on experience in this course. Particular emphasis is placed on the relationship of mid-range plans to DOE’s strategic planning and the budgeting process. Topics include: orientation to planning; strategic planning concepts; DOE’s strategic planning and budget process (the DOE Strategic Management System); DOE strategic plans; DOE multi-year program plans; performance indicators; information resources management; DOE crosscut plans; risk management; and force field analysis.</div>
		<div>(3) Facilities Maintenance Management (PMCE06) (000082)</div> <div>This course enables participants to be able to plan for, budget, and provide oversight for facilities maintenance. It provides participants with the skills and knowledge necessary to: apply BMOP and LCAM concepts and requirements to the development and implementation of a site-wide facilities maintenance system; understand the components of a sound site maintenance program; list and define facilities managers’ roles and responsibilities for contracting, budgeting, and operational awareness; apply the ISM process to the maintenance of nuclear and non-nuclear facilities; and list the best practices in DOE facilities maintenance.</div>
		<div>(3) Contract Administration (PRS01)</div> <div>This course focuses on understanding the administration of <i>non-management and operating</i></div>



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		<i>(M&amp;O) contracts.</i> Emphasis is placed on learning the applicable Federal Acquisition Regulations (FAR), Department of Energy Acquisition Regulations (DEAR), and other key DOE regulatory documents. The scope of contract management and administration from the date of formation to contract closeout is emphasized. Topics include contract administration planning, post-award orientation, monitoring contractor performance, problem resolution, termination, contract modification/options, financial management, subcontracts management, property administration, contract closeout, and managing support services contracts.
<b>Human Capital Management</b>	Builds and manages workforce based on organizational goals, budget considerations, and staffing needs. Ensures that employees are appropriately recruited, selected, appraised, and rewarded; takes action to address performance problems. Manages a multi-sector workforce and a variety of work situations.	<b><u>(3) DOE Oversight of Contractor Human Resource Management Programs (PRCE09) (000458)</u></b> This course introduces participants to DOE's requirements for, and oversight of, contractor human resource management. Through instruction and exercises, participants gain the skills and knowledge necessary to: describe the essential principles and concepts of the human resource discipline, as practiced by DOE; identify the DOE contractor's requirement for human resource management, including processes, responsibilities, and cost allowability criteria; and demonstrate an understanding of the human resource management performance requirements in the functional area in which they respond and interact with DOE project management staff and contractors.
<b>Technology Management</b>	Understands current laws, policies, and best business practices applied to planning, acquiring, managing, and using information technology resources in the federal government and its critical role in achieving competitive advantage by improving mission performance and service delivery.	<b><u>(3) Regulatory Overview (EF006)</u></b> This course is designed to provide participants with a broad-based knowledge of regulatory requirements applicable to DOE and its mission and facilities (both nuclear and non-nuclear), including current issues and future regulatory directions. Participants will gain an understanding of the engineering role in regulatory compliance. Topics included are: DOE regulatory environment; health and safety regulations; hazardous waste issues; and engineering role in regulatory compliance. This course provides an overview of the major regulatory acts and agencies that govern DOE operations. It identifies Federal regulatory agencies whose regulations govern DOE operations and discusses their purposes, influences, and jurisdiction over DOE. This course also provides an explanation of the relationship between state and Federal regulatory agencies and the DOE.  <b><u>(3) Introduction to Systems Engineering (PMCE02)</u></b> A primary goal of this course it to identify and demonstrate the use of a systems engineering

Management Competencies Cross Walked Against Training Courses		Related DOE - Provided Training Coursers
		model in developing key products which can be used to improve DOE management. In this course, participants will learn: what systems engineering is; how the systems engineering model works; and when, where and how to implement the systems engineering model in their work. The course will demonstrate reasons for using a systems engineering approach in management of performance-based programs, projects or processes in support of Life Cycle Asset Management (LCAM) criteria. It has been developed not only for program and project managers, but also for any staff in responsible positions who are trying to improve their decision-making skills.
<b>Process Improvement</b>	<p>Understands and applies strategies, management processes, and resources for process improvement within and across federal agencies with a focus on continuous-process customization and managed improvement.</p> <p>Understands the tools, techniques (for example, business process re-engineering, benchmarking, quality improvement programs, activity-based costing), and technologies that enable process-centric performance improvements to achieve agency missions with dramatic improvements in critical measures of performance such as cost, quality, service and speed.</p> <p>Ability to address the leadership challenges of initiation, collaboration, design, implementation, and portfolio project management of process-</p>	

Management Competencies Cross Walked Against Training Courses		Related DOE - Provided Training Courses
	centric improvements within and across agencies.	
<b>Project Management</b>	Plans and coordinates projects from inception to successful completion while monitoring teams, goals, communication, time, risk, cost, and quality.	<p><b>(1) Project Management Overview (PMC10)</b></p> <p>This is an introductory course that is designed for new or prospective project managers. The course provides instruction in the DOE Project Management System and gives an overview of a DOE project manager's responsibilities for managing project initiation, planning, execution, transition, and closeout. This course follows the DOE Project Life Cycle from the Pre-conceptual Phase to the Closeout Phase. Participants are introduced to key DOE project management skills such as leadership, teamwork, strategic planning, and budgeting. Documentation and administrative responsibilities are also covered. This course (or Best Practices in DOE Project Management - PMMS5) is typically taken before taking the other project management training courses in this series. This course addresses foundational competencies required by DOE for project managers.</p> <p><b>(2) Project Management Overview Train-the-Trainer (PMC11)</b></p> <p>This course is designed to prepare DOE personnel with significant project management experience for the challenging responsibility of training the Department's future project managers. The fundamental concepts of adult learning are introduced and developed through a series of participant activities in preparation for application to the real world classroom. Then, after becoming familiar with PMC10's learning objectives and course materials, the prospective PMC10 trainer will have the opportunity to prepare and present at least one of the course's lessons. Upon completion of the course, the trainer will have a complete PMC10 instructor's guide and the instructional tools to effectively present the course to diverse DOE audiences. Topics include: adult learning; training presentation methods; classroom presentation skills and facilitations techniques; learning assessments and objectives; PMC10 course design; format and materials; preparation and presentation of PMC10 lessons; course logistics; and schedule management.</p>

Management Competencies Cross Walked Against Training Courses	Related DOE - Provided Training Coursers
	<p><b><u>(1) Project Planning for DOE Project Managers (PMMS1) (000137)</u></b></p> <p>This course provides “hands-on” skills training in how to plan a project, complete conceptual design for it, and develop a plan for executing that project. The course teaches skills necessary for planning projects under DOE’s Project Management System. Taking a systems engineering approach to project planning, the course emphasizes the development of project scope through clear, up-front project definition. The course focuses on the pre-conceptual and conceptual phases of the project life-cycle through Critical Decision 2. Skills practiced include how to review pre-conceptual documentation to develop a firm understanding of the project’s functional requirements, and how to prepare a plan for conducting conceptual design. Also included in this course is instruction on how to review and evaluate conceptual design documents. The course concludes with how to prepare and review a Project Execution Plan, the document that will be used to manage the project during project execution. Critical planning and project definition skills taught include: how to conduct a functional analysis and the use of value engineering to ensure a cost-effective approach to meeting project functional requirements; how to conduct a project risk assessment and how to institute project controls based on that risk assessment; how to organize your project using a work breakdown structure and a responsibility assignment matrix; and how to involve internal and external stakeholders in your project planning.</p>
	<p><b><u>(1) Cost and Schedule Estimation and Analysis (PMMS2) (000139)</u></b></p> <p>This course provides practical skills training on: how to develop independent cost estimates; how to review cost and schedule estimates provided by contractors; and how to develop the cost and schedule elements of the project’s baseline. The course teaches skills used across the project life-cycle, but focuses on estimates developed in project planning and the early stages of project execution (preliminary design). The course begins by making a link between planning and scheduling, and then teaches basic concepts of scheduling such as activities, milestones, and schedule drivers. Students practice scheduling projects, and anticipate and plan for potential schedule roadblocks. Students practice developing and analyzing Critical Path Method (CPM) schedules. In the cost lessons, students learn about various kinds of estimates and their uses during different stages of the project life-cycle. Analyzing project risks and establishing cost and schedule contingency levels are also practiced. Students learn about the importance of documenting their cost estimate assumptions and distinguishing between project direct and indirect costs. Particular practice is provided in analyzing activity-based cost estimates. The course concludes by tying cost and schedule estimates together, and requires students to analyze project cost and schedule estimates for their internal consistency, accuracy, and relevance to the</p>

Management Competencies Cross Walked Against Training Courses	Related DOE - Provided Training Courses
	<p>overall project functional requirements.</p> <p><b><u>(1) Project Execution (PMMS3) (000138)</u></b></p>
	<p>Project Execution is a skills-based training course on how to manage the execution of projects according to the DOE Project Management System. The course teaches skills necessary for successfully managing engineering and design, construction (including conducting remedial actions for environment restoration projects and research for energy research projects), acceptance and transition, and project closeout. Students learn how to get “up to speed” on a project; that is, what critical project technical, cost and schedule factors to highlight when preparing to manage the execution of a project. Techniques are taught for organizing, managing, and reviewing project design and documentation, and for overseeing contractor performance during construction. Participants are taught the skills needed to identify potential problems and how to plan to avoid them. During the training, students review and evaluate design documents, respond to construction technical, cost, and schedule problems, and plan for and handle customer acceptance. Extensive practice is provided in cost and schedule monitoring, including earned-value analysis, trend analysis and forecasting, managing baselines through performance monitoring and change control. Throughout the course, managing the project execution plan and maintaining clear communication between the DOE program office, project manager, and contractor staff is emphasized.</p> <p><b><u>(1) Best Practices in DOE Project Management (PMMS5) (000088)</u></b></p>
	<p>This is an introductory course designed for the more experienced DOE project manager who requires a quick refresher of project life cycle phases and DOE’s current policies and trends for managing them. This course provides instruction in the DOE Project Management System, and gives an overview of a DOE project manager’s responsibilities for managing project initiation, planning, execution, transition, and closeout. Documentation and administrative responsibilities are also covered. This course is an abbreviated faster paced version of PMC10 which presumes thorough familiarity with DOE’s organization and culture. This course (or PMC10) is typically attended before other project management training courses in this series.</p> <p><b><u>(1) Life Cycle Cost Estimating (PMCE01)</u></b></p> <p>This course provides participants with instruction in life cycle cost estimation requirements and</p>

Management Competencies Cross Walked Against Training Courses	Related DOE - Provided Training Coursers
	<p>policies. Participants apply various techniques and formulae to construct a life cycle cost estimate <u>analysis</u>, and learn how to use life cycle cost estimating in program and project decision-making. PMCE01 addresses the topic of life cycle cost estimating from this decision analysis perspective, rather than from an estimate development perspective. Topics include: a brief history of life cycle cost estimating, current laws, directives and policies; a refresher on the principles of time value of money; analyzing cost estimates to ensure proper incorporation of life cycle estimating principles and decision making; and a review of representative DOE estimates to apply these skills. This is a <u>full</u> two-day course.</p> <p><b>(2) Introduction to Systems Engineering (PMCE02)</b></p> <p>A primary goal of this course it to identify and demonstrate the use of a systems engineering model in developing key products which can be used to improve DOE management. In this course, participants will learn: what systems engineering is; how the systems engineering model works; and when, where and how to implement the systems engineering model in their work. The course will demonstrate reasons for using a systems engineering approach in management of performance-based programs, projects or processes in support of Life Cycle Asset Management (LCAM) criteria. It has been developed not only for program and project managers, but also for any staff in responsible positions who are trying to improve their decision-making skills.</p> <p><b>(1) Project Risk Analysis and Management (PMCE03) (000063)</b></p> <p>This course is designed to prepare DOE project managers to: determine project risks and develop risk management and mitigation strategies; determine at which points in a project life cycle Risk Analyses should be performed; evaluate potential risk probability and consequences, determine risk factors, select risk management or mitigation strategies, and develop a risk management plan. Participants will also acquire the skills that will enable them to assign risk responsibility between DOE and contractors; determine appropriate project cost and schedule contingencies for identified risks; determine appropriate project management and controls tools to assist in managing identified risks; and evaluate project Estimates at Completion (EAC) and remaining contingencies to determine adequacy of funds. The course also integrates a representative project management software risk analysis tool, using laptop computers, to demonstrate current modeling tools and techniques in managing risk.</p>

<b>Management Competencies Cross Walked Against Training Courses</b>	<b>Related DOE - Provided Training Courses</b>
	<p>(1) "Breaking the Code:" Understanding Project Management (PMCE04) (000062)</p> <p>The purpose of this course is to introduce participants to DOE's Project Management system and processes in order to improve their performance as members of the project management team. Topics include: the DOE Strategic Management System; the phases of the DOE project management life cycle; the definition of the term "Project Baseline" and its use in managing DOE projects; and the major steps in planning, executing, and successfully completing performance based DOE projects.</p> <p><u>(1) Value Engineering (PMCE05)</u></p> <p>The purpose of this course is to inform DOE personnel of the purpose, principles, requirements, and policy for managing value engineering within the Department of Energy. It is designed for those responsible either directly or in support of acquiring goods or services required to meet the Department's mission needs. This course provides participants with the skills and knowledge necessary to: understand the basics of value engineering; describe Federal and DOE policy with respect to value engineering; understand how value engineering is integrated into DOE contracts; describe the actions required of those responsible for management and execution of value engineering in DOE; understand the steps in implementing a value engineering program; describe the steps in developing, submitting, reviewing, approving and incorporating a value engineering change into a DOE contract; and understand the record keeping and reporting requirements for value engineering in DOE. This course is in two modules. The first module presents an overview of value engineering and its application in DOE. The second module provides an additional two days for those who desire to become value engineering practitioners. Module One may be delivered alone as a one-day course. To take Module Two, however, Module One is a prerequisite.</p>
<b>Safety Management</b>	<p>Encourages, motivates and demands participation in an integrated safety management system. Leads in the establishment of rules and policies designed to promote employee security, safety and health, accident prevention</p> <p><u>(1) Safety and Health Orientation (PSIN27)</u></p> <p>This four-hour overview offers a general approach to safety and health within DOE and covers the basic safety policy. Topics include: agency and supervisory responsibilities; employee rights and responsibilities; compliance with OSHA standards; training requirements; right to work in a safe environment; freedom from reprisal for reporting unsafe or unhealthful working conditions; hazard recognition and prevention; and application of DOE's policy to office safety and housekeeping. Common workplace hazards are identified along with preventive actions.</p>

Management Competencies Cross Walked Against Training Courses	Related DOE - Provided Training Courses
	<p>and hazard awareness.</p> <p><b>(1) Risky Business - Safety in DOE (PSIN23)</b></p> <p>This course broadly covers DOE's regulations, standards, rights, responsibilities and obligations of Federal employees and contractors before and after an accident or injury. Safety Overview is primarily designed to assist DOE Program, Project and Field Office personnel in understanding safety at the work place. Topics include: accidents and causes; regulatory overview; rights, responsibilities and obligations; occupational cancer; process safety management; and personal protective equipment.</p> <p><b>(1) Environment, Safety and Health (PGM04)</b></p> <p>This course provides an understanding of how the Environment, Safety and Health program crosscuts the outlay programs. These functions will be examined as critical elements in program management. The content includes: ES&amp;H issues; NEPA, CERCLA, SARA, and RCRA; occupational health and safety; and the Safety Analysis Report System.</p> <p><b>(3) DOE Program Execution, Control, and Evaluation (PGM05) (000413)</b></p> <p>This course offers program managers an in-depth look at the key issues involved in actually managing a program at DOE. Emphasis is placed on understanding work authorizations, DOE reporting and control mechanisms, and evaluations of contractor performance and performance measures. The course also distinguishes between the role of the DOE project manager and the DOE program manager. Topics include: orientation to program management; program planning and budgeting; program execution — teaming and tasking; controlling and reporting; program evaluation; crosscutting departmental missions; procurement priorities; information resource management; external relations; and facility safety oversight.</p> <p><b>(3) Regulatory Overview (EF006)</b></p> <p>This course is designed to provide participants with a broad-based knowledge of regulatory requirements applicable to DOE and its mission and facilities (both nuclear and non-nuclear), including current issues and future regulatory directions. Participants will gain an understanding of the engineering role in regulatory compliance. Topics included are: DOE regulatory environment; health and safety regulations; hazardous waste issues; and engineering role in</p>



Management Competencies Cross Walked Against Training Courses		Related DOE - Provided Training Courses
		regulatory compliance. This course provides an overview of the major regulatory acts and agencies that govern DOE operations. It identifies Federal regulatory agencies whose regulations govern DOE operations and discusses their purposes, influences, and jurisdiction over DOE. This course also provides an explanation of the relationship between state and Federal regulatory agencies and the DOE.
<b>Program Management</b>	Identifies requirements for program objectives. Authorizes, measures, integrates, and controls all program activities. Accepts accountability for program.	<b>(1) DOE Program Execution, Control, and Evaluation (PGM05) (000413)</b> This course offers program managers an in-depth look at the key issues involved in actually managing a program at DOE. Emphasis is placed on understanding work authorizations, DOE reporting and control mechanisms, and evaluations of contractor performance and performance measures. The course also distinguishes between the role of the DOE project manager and the DOE program manager. Topics include: orientation to program management; program planning and budgeting; program execution — teaming and tasking; controlling and reporting; program evaluation; crosscutting departmental missions; procurement priorities; information resource management; external relations; and facility safety oversight.
		<b>(1) Program Management Overview (PGM01) (000235)</b> This course is designed to help all DOE employees understand key concepts about how DOE programs are managed. It should be taken before proceeding to any other courses in the Program Management series. Participants will receive basic education in DOE strategic planning, budgeting, execution, evaluation and control. Topics include: history of DOE; current and emerging DOE management principles; planning concepts for DOE success; DOE's strategic planning and budget process (the DOE Strategic Management System); multi-year program planning; DOE strategic decision windows; DOE budget and allocation process; Congressional authorization and appropriations process; and program execution, control, and evaluation.
		<b>(1) DOE Program Planning (PGM02) (000087)</b> This course provides participants with an in-depth look at DOE's planning process. Program managers with responsibility for preparing DOE planning documents will gain hands-on experience in this course. Particular emphasis is placed on the relationship of mid-range plans to DOE's strategic planning and the budgeting process. Topics include: orientation to planning;

Management Competencies Cross Walked Against Training Courses		Related DOE - Provided Training Courses
		strategic planning concepts; DOE's strategic planning and budget process (the DOE Strategic Management System); DOE strategic plans; DOE multi-year program plans; performance indicators; information resources management; DOE crosscut plans; risk management; and force field analysis.

Leadership Competencies Cross Walked Against Training Courses		Related DOE - Provided Training Coursers	
Rating	Degree to which the Competency is Covered by Available Training Courses		
Green	comprehensive coverage of the competency by the available training	Rating	Relationship Between the Training Course and the Criteria
Yellow	Good coverage of some aspects of the competency by the available training	(1)	Strongly related, comprehensive coverage of the competency
Red	Little or no coverage of the competency by the available training	(2)	Good relationship, but incomplete coverage of the competency
		(3)	Somewhat related to the Competency
Building Partnerships	Develops networks and builds alliances; collaborates across boundaries to build strategic relationships and achieve common goals.	<b>(2) Executive Core Qualifications Overview</b>	
		This one-day workshop is for senior managers at the GS-14/15 level who are aspiring to become a member of the Senior Executive Service (SES) or apply for the SES Candidate Development Program within the near future. The workshop will briefly review the history of the Senior Executive Service as well as help senior managers understand the SES application process and procedures.	
Creativity and Innovation	Develops new insights into situations; questions conventional approaches; encourages new ideas and innovations; designs and implements new or cutting edge programs/processes.	<b>(2) Creative Problem Solving (From CHRIS)</b>	
		This course is designed to cover the following topics: linking creativity to problem solving; key stimulators and inhibitors of creativity; techniques for stimulating creative on-the-job solutions; the relationship between personal creativity and productivity; and synthesizing the problem solving process to apply creative solutions.	
		<b>(2) Executive Core Qualifications Overview</b>	
		This one-day workshop is for senior managers at the GS-14/15 level who are aspiring to become a member of the Senior Executive Service (SES) or apply for the SES Candidate Development Program within the near future. The workshop will briefly review the history of the Senior Executive Service as well as help senior managers understand the SES application process and procedures.	
		<b>(3) Management Analysis (HQ241) (000070)</b>	
		This course is designed to cover the process needed to successfully conduct a management analysis study. The course objectives are to: identify the causes of organizational problems; develop a realistic plan to study the organization; use creative thinking to solve problems; write a	

Leadership Competencies Cross Walked Against Training Courses	Related DOE - Provided Training Courses
	<p>report that explains findings and recommendations; and present study findings.</p> <p><b>(3) Effective Decision Making Processes and Tools (PGM06)</b></p> <p>This course is designed to give participants an opportunity to understand and improve their decision making processes. Topics covered in this course include introduction to decision making, DOE's strategic planning and decision making environment, the decision making process, fallacies of decision making, decision software lab and workshop, and future directions in decision aids. In addition to covering the theory, this three-day workshop exposes participants to several decision making software programs. Participants are expected to bring an issue or problem to class about which they need to make a decision. They will then use one of these computer applications to assist them in making critical decisions about their DOE work issue. Extensive computer skills are <i>not</i> required. Enrollment in this course is limited to 16 participants.</p>
Developing Others	<p>Develops the ability of others to perform and contribute to the organization by providing ongoing feedback and by providing opportunities to learn through formal and informal methods.</p> <p><b><u>(2) Individual Development Plan Workshop for Supervisors (DWHRI0005)</u></b></p> <p>This is an interactive workshop for supervisors to develop an understanding of their responsibilities in providing guidance to employees in the individual development planning process. An overview of the IDP workshop for employees is provided and includes the framework for communicating employee performance expectations, and for identifying performance priorities and work competencies. Participants are provided an opportunity to identify basic skills for coaching employees and explore different kinds of coaching situations as well as the steps to follow for effective coaching in different situations.</p> <p><b><u>(1) Headquarters Mentoring Program (DWHRI0011)</u></b></p> <p>The Headquarters Mentoring Program is designed to reinforce the Department's goal for corporate management and demonstrates commitment to the core value that people are our most important resource. 'Mentees' and mentors participate in a structured, facilitated 'mentoring' relationship over a one year time period. Program emphasis is on providing an opportunity for employees (i.e., 'mentees') to pursue developmental opportunities and career options, improve their communication skills, and foster trust across organizational boundaries. The Program also strengthens the ability of employees and organizations to cope with mission and program changes. Participation in the program requires a demonstrated commitment to meeting mentoring program goals and objectives. Other requirements include attendance and participation in monthly focus group sessions and scheduled skill building training for mentors and 'mentees'.</p>

Leadership Competencies Cross Walked Against Training Courses		Related DOE - Provided Training Coursers
		<p><b><u>(2) Executive Core Qualifications Overview</u></b></p> <p>This one-day workshop is for senior managers at the GS-14/15 level who are aspiring to become a member of the Senior Executive Service (SES) or apply for the SES Candidate Development Program within the near future. The workshop will briefly review the history of the Senior Executive Service as well as help senior managers understand the SES application process and procedures.</p>
<b>External Awareness</b>	Understands and keeps up-to-date on local, national, and international policies and trends that affect the organization and shape stakeholders' views; is aware of the organization's impact on the external environment.	<p><b><u>(3) Site Development Planning Management (PMMS15)</u></b></p> <p>This course discusses the policy-related aspects of DOE site development planning. It includes management responsibilities and development of the site development plan (SDP). This includes management and coordination of the planning, required plan content, preparation and submission, scheduling, and updating. The requirements and optional methods for preparing and maintaining site development maps will also be examined. The contents include: planning, organizing and staffing for the task; directing planning and necessary record-keeping; and examples and sample planning problems.</p>
<b>Leveraging Diversity</b>	Recruits, develops, and retains a diverse high quality workforce in an equitable manner. Leads and manages an inclusive workplace that maximizes the talents of each person to achieve sound business results. Respects, understands, values and seeks out individual differences to achieve the vision and mission of the organization. Develops and uses measures and rewards to hold self and others accountable for achieving results that embody the principles of diversity.	<p><b><u>(2) Executive Core Qualifications Overview</u></b></p> <p>This one-day workshop is for senior managers at the GS-14/15 level who are aspiring to become a member of the Senior Executive Service (SES) or apply for the SES Candidate Development Program within the near future. The workshop will briefly review the history of the Senior Executive Service as well as help senior managers understand the SES application process and procedures.</p>
<b>Strategic Thinking</b>	Formulates objectives and	<b><u>(3) Management Analysis (HQ241) (000070)</u></b>

Leadership Competencies Cross Walked Against Training Courses	Related DOE - Provided Training Courses
<p>priorities, and implements plans consistent with the long-term interests of the organization in a global environment. Capitalizes on opportunities and manages risks.</p>	<p>This course is designed to cover the process needed to successfully conduct a management analysis study. The course objectives are to: identify the causes of organizational problems; develop a realistic plan to study the organization; use creative thinking to solve problems; write a report that explains findings and recommendations; and present study findings.</p>
	<p><b>(3) DOE Program Planning (PGM02) (000087)</b></p> <p>This course provides participants with an in-depth look at DOE's planning process. Program managers with responsibility for preparing DOE planning documents will gain hands-on experience in this course. Particular emphasis is placed on the relationship of mid-range plans to DOE's strategic planning and the budgeting process. Topics include: orientation to planning; strategic planning concepts; DOE's strategic planning and budget process (the DOE Strategic Management System); DOE strategic plans; DOE multi-year program plans; performance indicators; information resources management; DOE crosscut plans; risk management; and force field analysis.</p>
	<p><b>(3) Project Risk Analysis and Management (PMCE03) (000063)</b></p> <p>This course is designed to prepare DOE project managers to: determine project risks and develop risk management and mitigation strategies; determine at which points in a project life cycle Risk Analyses should be performed; evaluate potential risk probability and consequences, determine risk factors, select risk management or mitigation strategies, and develop a risk management plan. Participants will also acquire the skills that will enable them to assign risk responsibility between DOE and contractors; determine appropriate project cost and schedule contingencies for identified risks; determine appropriate project management and controls tools to assist in managing identified risks; and evaluate project Estimates at Completion (EAC) and remaining contingencies to determine adequacy of funds. The course also integrates a representative project management software risk analysis tool, using laptop computers, to demonstrate current modeling tools and techniques in managing risk.</p>
	<p><b>(3) Project Management Overview (PMC10)</b></p> <p>This is an introductory course that is designed for new or prospective project managers. The course provides instruction in the DOE Project Management System and gives an overview of a DOE project manager's responsibilities for managing project initiation, planning, execution, transition, and closeout. This course follows the DOE Project Life Cycle from the Pre-conceptual</p>

Leadership Competencies Cross Walked Against Training Courses		Related DOE - Provided Training Courses
		Phase to the Closeout Phase. Participants are introduced to key DOE project management skills such as leadership, teamwork, strategic planning, and budgeting. Documentation and administrative responsibilities are also covered. This course (or Best Practices in DOE Project Management - PMMS5) is typically taken before taking the other project management training courses in this series. This course addresses foundational competencies required by DOE for project managers.
<b>Vision</b>	Takes a long-term view and builds a shared vision with others; acts as a catalyst for organizational change. Influences others to translate vision into action.	<u><b>(2) Executive Core Qualifications Overview</b></u> This one-day workshop is for senior managers at the GS-14/15 level who are aspiring to become a member of the Senior Executive Service (SES) or apply for the SES Candidate Development Program within the near future. The workshop will briefly review the history of the Senior Executive Service as well as help senior managers understand the SES application process and procedures.
<b>Accountability</b>	Determines objectives, sets priorities, and delegates work. Holds self and others accountable for measurable high-quality, timely, and cost-effective results - monitors and evaluates plans, focuses on results, and measures attainment of outcomes. Accepts responsibility for mistakes. Complies with established control systems and rules.	<u><b>(2) Designing, Writing, and Measuring Performance Objectives (PGCE01)</b></u> This Level III Program Management course is specifically designed for experienced program and project managers. However, it also provides an excellent workshop for any experienced DOE employee to acquire the skill to formally communicate in a performance based work environment. Building upon an introductory level of knowledge presented in the program and project core courses, this course is designed to teach a working level knowledge of performance measurement tools and techniques. The course will enable DOE managers to transform broad DOE goals and objectives, through documentation and processes, into specific, quantifiable, and measurable performance results statements. The course relies heavily upon laboratories in which DOE participants develop performance objectives for program or project initiatives they bring to class with them. In those instances where the participant does not bring an initiative, the course will provide two or three initiatives for use in the workshop.  <u><b>(2) Performance Management (CHRIS)</b></u> This training is to provide specific guidance and instructions to Headquarters supervisors/managers as well as employees regarding the implementation of the new DOE-wide performance management system. The new performance management system applies to employees, GS-15 and below (non-

Leadership Competencies Cross Walked Against Training Courses	Related DOE - Provided Training Courses
	<p>supervisors/non- managers). This training will provide a detailed explanation of crucial components of the new system; guidance on writing sound performance measures and conducting performance reviews. (2) Designing, Writing, and Measuring Performance Objectives</p> <p><b><u>(2) Executive Core Qualifications Overview</u></b></p> <p>This one-day workshop is for senior managers at the GS-14/15 level who are aspiring to become a member of the Senior Executive Service (SES) or apply for the SES Candidate Development Program within the near future. The workshop will briefly review the history of the Senior Executive Service as well as help senior managers understand the SES application process and procedures.</p> <p><b><u>(3) DOE Program Planning (PGM02) (000087)</u></b></p> <p>This course provides participants with an in-depth look at DOE's planning process. Program managers with responsibility for preparing DOE planning documents will gain hands-on experience in this course. Particular emphasis is placed on the relationship of mid-range plans to DOE's strategic planning and the budgeting process. Topics include: orientation to planning; strategic planning concepts; DOE's strategic planning and budget process (the DOE Strategic Management System); DOE strategic plans; DOE multi-year program plans; performance indicators; information resources management; DOE crosscut plans; risk management; and force field analysis.</p> <p><b><u>(3) DOE Program Execution, Control, and Evaluation (PGM05) (000413)</u></b></p> <p>This course offers program managers an in-depth look at the key issues involved in actually managing a program at DOE. Emphasis is placed on understanding work authorizations, DOE reporting and control mechanisms, and evaluations of contractor performance and performance measures. The course also distinguishes between the role of the DOE project manager and the DOE program manager. Topics include: orientation to program management; program planning and budgeting; program execution — teaming and tasking; controlling and reporting; program evaluation; crosscutting departmental missions; procurement priorities; information resource management; external relations; and facility safety oversight.</p>



Leadership Competencies Cross Walked Against Training Courses	Related DOE - Provided Training Coursers
<b>Political Savvy</b>	<p>Identifies the internal and external politics that impact the work of the organization. Perceives organizational and political reality and acts accordingly.</p> <p><b>(3) Changing Dimensions of DOE (PSIN22) (000089)</b></p> <p>This course is designed to provide the participant with knowledge of DOE's changing priorities and to provide an opportunity for active participation in DOE's future. Topics for the sessions include: managing for results in DOE; quality focus; environmental priorities; organizational initiatives; laboratory relationships; public policy process; Congressional policy perspectives; exploration of Capitol Hill; performance management; techniques for positive change in DOE,; and developing action plans. Workshops include: Preparing for Change, Planning for Change; and Group Feedback.</p>
<b>Influencing / Negotiating</b>	<p>Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals.</p> <p><b>(2) Executive Core Qualifications Overview</b></p> <p>This one-day workshop is for senior managers at the GS-14/15 level who are aspiring to become a member of the Senior Executive Service (SES) or apply for the SES Candidate Development Program within the near future. The workshop will briefly review the history of the Senior Executive Service as well as help senior managers understand the SES application process and procedures.</p>
<b>Teambuilding</b>	<p>Inspires and fosters team commitment, spirit, pride, and trust. Facilitates cooperation and motivates team members to accomplish group goals. Develops leadership in others through coaching, mentoring, rewarding, and guiding employees.</p> <p><b>(3) DOE Program Execution, Control, and Evaluation (PGM05) (000413)</b></p> <p>This course offers program managers an in-depth look at the key issues involved in actually managing a program at DOE. Emphasis is placed on understanding work authorizations, DOE reporting and control mechanisms, and evaluations of contractor performance and performance measures. The course also distinguishes between the role of the DOE project manager and the DOE program manager. Topics include: orientation to program management; program planning and budgeting; program execution — teaming and tasking; controlling and reporting; program evaluation; crosscutting departmental missions; procurement priorities; information resource management; external relations; and facility safety oversight.</p> <p><b>(2) Emotional Intelligence</b></p> <p>Skills generally bundled under the heading EQ are those that relate to self-knowledge and self</p>

Leadership Competencies Cross Walked Against Training Courses		Related DOE - Provided Training Courses
<b>Decisiveness</b>	Makes well-informed, effective, and timely decisions, even when data are limited or solutions produce unpleasant consequences; perceives the impact and implications of decisions.	<p><b><u>(2) Executive Core Qualifications Overview</u></b></p> <p>This one-day workshop is for senior managers at the GS-14/15 level who are aspiring to become a member of the Senior Executive Service (SES) or apply for the SES Candidate Development Program within the near future. The workshop will briefly review the history of the Senior Executive Service as well as help senior managers understand the SES application process and procedures.</p>
<b>Entrepreneurship</b>	Positions the organization for future success by identifying new opportunities; builds the organization by developing or improving products or services. Takes calculated risks to accomplish organizational objectives.	<p><b><u>(2) Executive Core Qualifications Overview</u></b></p> <p>This one-day workshop is for senior managers at the GS-14/15 level who are aspiring to become a member of the Senior Executive Service (SES) or apply for the SES Candidate Development Program within the near future. The workshop will briefly review the history of the Senior Executive Service as well as help senior managers understand the SES application process and procedures.</p>
<b>Problem Solving</b>	Identifies and analyzes problems; weighs relevance and accuracy of information; generates and evaluates alternative solutions; makes recommendations.	<p><b><u>(2) Manager Survival Skills</u></b></p> <p>The purpose the Survival Skills Workshop for Managers is to provide basic level knowledge and skills which impact a manager's effectiveness in key areas. The knowledge and skills provided in this workshop link directly to the mission critical functions for supervisors identified in the DOE competency framework. They also correspond to topic areas that available data indicates managers frequently have difficulty with. This workshop is in a classroom environment using various presentation application, and feedback methods including small group exercises, assignments, and discussions; case studies; peer assisted learning; role-playing; and, question and answer sessions. The workshop is delivered in two sessions.</p> <p><b><u>(3) Management Analysis (HQ241) (000070)</u></b></p> <p>This course is designed to cover the process needed to successfully conduct a management analysis study. The course objectives are to: identify the causes of organizational problems; develop a realistic plan to study the organization; use creative thinking to solve problems; write a report that explains findings and recommendations; and present study findings.</p>

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	<p>regulation and establishing, nourishing and maintaining high quality relationships. Because leadership is a concept based in 'community", high quality relationships are the key drivers to effectiveness as a leader.</p> <p><b><u>(2) Executive Core Qualifications Overview</u></b></p> <p>This one-day workshop is for senior managers at the GS-14/15 level who are aspiring to become a member of the Senior Executive Service (SES) or apply for the SES Candidate Development Program within the near future. The workshop will briefly review the history of the Senior Executive Service as well as help senior managers understand the SES application process and procedures.</p> <p><b><u>(3) Project Management Overview (PMC10)</u></b></p> <p>This is an introductory course that is designed for new or prospective project managers. The course provides instruction in the DOE Project Management System and gives an overview of a DOE project manager's responsibilities for managing project initiation, planning, execution, transition, and closeout. This course follows the DOE Project Life Cycle from the Pre-conceptual Phase to the Closeout Phase. Participants are introduced to key DOE project management skills such as leadership, teamwork, strategic planning, and budgeting. Documentation and administrative responsibilities are also covered. This course (or Best Practices in DOE Project Management - PMMS5) is typically taken before taking the other project management training courses in this series. This course addresses foundational competencies required by DOE for project managers.</p>
<b>Executing Strategy</b>	<p>Charts the department's direction, develops competitively effective strategic moves and business approaches, and pursues what needs to be done internally to produce good day-in/day-out strategy execution.</p> <p><b><u>(2) DOE Program Execution, Control, and Evaluation (PGM05) (000413)</u></b></p> <p>This course offers program managers an in-depth look at the key issues involved in actually managing a program at DOE. Emphasis is placed on understanding work authorizations, DOE reporting and control mechanisms, and evaluations of contractor performance and performance measures. The course also distinguishes between the role of the DOE project manager and the DOE program manager. Topics include: orientation to program management; program planning and budgeting; program execution — teaming and tasking; controlling and reporting; program evaluation; crosscutting departmental missions; procurement priorities; information resource management; external relations; and facility safety oversight.</p>

Leadership Competencies Cross Walked Against Training Courses		Related DOE - Provided Training Coursers
		<u>(2) Executive Core Qualifications Overview</u>
		This one-day workshop is for senior managers at the GS-14/15 level who are aspiring to become a member of the Senior Executive Service (SES) or apply for the SES Candidate Development Program within the near future. The workshop will briefly review the history of the Senior Executive Service as well as help senior managers understand the SES application process and procedures.
		<u>(3) Effective Decision Making Processes and Tools (PGM06)</u>
		This course is designed to give participants an opportunity to understand and improve their decision making processes. Topics covered in this course include introduction to decision making, DOE’s strategic planning and decision making environment, the decision making process, fallacies of decision making, decision software lab and workshop, and future directions in decision aids. In addition to covering the theory, this three-day workshop exposes participants to several decision making software programs. Participants are expected to bring an issue or problem to class about which they need to make a decision. They will then use one of these computer applications to assist them in making critical decisions about their DOE work issue. Extensive computer skills are <i>not</i> required. Enrollment in this course is limited to 16 participants.
		<u>(3) Project Management Overview (PMC10)</u>
		This is an introductory course that is designed for new or prospective project managers. The course provides instruction in the DOE Project Management System and gives an overview of a DOE project manager’s responsibilities for managing project initiation, planning, execution, transition, and closeout. This course follows the DOE Project Life Cycle from the Pre-conceptual Phase to the Closeout Phase. Participants are introduced to key DOE project management skills such as leadership, teamwork, strategic planning, and budgeting. Documentation and administrative responsibilities are also covered. This course (or Best Practices in DOE Project Management - PMMS5) is typically taken before taking the other project management training courses in this series. This course addresses foundational competencies required by DOE for project managers.

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<p><b>Improving Organizational Performance</b></p>	<p>Ensures that processes are well defined and systematically monitors, analyzes, and improves performance to improve outcomes; measures the functioning of important processes and services, and, when indicated, identifies changes that will enhance performance.</p> <p><b>(2) Executive Core Qualifications Overview</b>  This one-day workshop is for senior managers at the GS-14/15 level who are aspiring to become a member of the Senior Executive Service (SES) or apply for the SES Candidate Development Program within the near future. The workshop will briefly review the history of the Senior Executive Service as well as help senior managers understand the SES application process and procedures.</p> <p><b>(3) Performance Management (CHRIS)</b> This training is to provide specific guidance and instructions to Headquarters supervisors/managers as well as employees regarding the implementation of the new DOE-wide performance management system. The new performance management system applies to employees, GS-15 and below (non-supervisors/non-managers). This training will provide a detailed explanation of crucial components of the new system; guidance on writing sound performance measures and conducting performance reviews. (2) Designing, Writing, and Measuring Performance Objectives</p> <p><b>(3) DOE Program Planning (PGM02) (000087)</b>  This course provides participants with an in-depth look at DOE's planning process. Program managers with responsibility for preparing DOE planning documents will gain hands-on experience in this course. Particular emphasis is placed on the relationship of mid-range plans to DOE's strategic planning and the budgeting process. Topics include: orientation to planning; strategic planning concepts; DOE's strategic planning and budget process (the DOE Strategic Management System); DOE strategic plans; DOE multi-year program plans; performance indicators; information resources management; DOE crosscut plans; risk management; and force field analysis.</p> <p><b>(3) DOE Program Execution, Control, and Evaluation (PGM05) (000413)</b>  This course offers program managers an in-depth look at the key issues involved in actually managing a program at DOE. Emphasis is placed on understanding work authorizations, DOE reporting and control mechanisms, and evaluations of contractor performance and performance measures. The course also distinguishes between the role of the DOE project manager and the</p>

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	DOE program manager. Topics include: orientation to program management; program planning and budgeting; program execution — teaming and tasking; controlling and reporting; program evaluation; crosscutting departmental missions; procurement priorities; information resource management; external relations; and facility safety oversight.